



Key Concept
Celebrate Your Success!

CHAPTER FIVE

Evaluating, Adjusting, and Improving

Most teams—and projects—run into hurdles along the way. The point is to learn from those hurdles to improve the process and to keep the project moving. This is likely to be a long-term relationship; very few projects are accomplished in a few months. Most take years.

It's important that the team evaluate themselves frequently to highlight where there may be difficulties and to make the adjustments necessary to keep the team and the project on track.

Two **sample evaluation forms** are included in this chapter. One occurs every six months and the other takes place at the end of the project. Out of all of the functions you are performing together, this is probably the single most important task to complete.

How is Your Process Working?

- If your process is fundamentally **not** working, then you need to identify where you have problems and work to correct them.
- If all is going well and you are being successful, then you also need to celebrate this fact and highlight your successes together.

Beyond teamwork, it's important to evaluate the results of the physical project itself. For example, have crashes increased or decreased, did speeds drop, did capacity increase, were there positive business and social impacts as intended? These aspects are included on the sample evaluation forms.



▲ Project partners join together for the ribbon cutting in Lacey. From L to R: Kumari Bharil, WSDOT Assistant Project Engineer; Lacey Mayor Graeme Sackrison; Steve Roark, WSDOT Project Engineer; Brandi Dennis-Pène, City of Lacey Engineer, and Doug MacDonald, Secretary of Transportation.

I-90 Sunset Interchange in Issaquah

photo Gary Wall



Leaf patterns incorporated onto precast concrete walls represent textures of native foliage and the local area gravel quarry.

Patty Gaynor, pattern designer, explains the “Forest Patterns” or “The Leaves” concept used in the concrete wall panels.

The background gravel texture on the panels represent the area’s soils and a nearby gravel quarry. The patterns Poplar, Willow, Cedar and Seed are abstract fossil-like, yet recognizable, images that respond to changes in land use, natural features and vegetation along the I-90 highway corridor from east of Front Street to past the Sunset Interchange. “The Leaves” become a metaphor for movement and are abstractly arranged as gestures to express swirling, tumbling, rising or falling movement that are specific to the anticipated air currents at a location.



photo Gary Wall

The layout of “The Leaves” (or “Forest Patterns”) on the walls thus responds to where they are along the corridor, the wind patterns anticipated in the specific location, and who will be viewing them and at what speed. The Poplar pattern dominates the wall design nearest the City of Issaquah and is symbolic of people and the farming history of the area with its poplar windrows. Near Issaquah Creek, which parallels and crosses the highway, Willow is frequently interspersed in the wall design as a symbolic marker for the creek. Cedar becomes the dominant pattern where the slopes of Grand Ridge and Tiger Mountain create a natural gate-like topography at the main interchange bridge over the highway. This stretch of I-90 is considered the Gateway to the Cascades.

“WE WILL NEVER BRING DISGRACE ON THIS, OUR CITY, BY ANY ACT OF DISHONESTY OR COWARDICE. WE WILL FIGHT FOR THE IDEALS AND SACRED THINGS OF THE CITY, BOTH ALONE AND WITH OUR COMPANIONS. WE WILL REVERE AND OBEY THE CITY’S LAWS. WE WILL TRY UNCEASINGLY TO QUICKEN THE SENSE OF CIVIC DUTY IN OTHERS. IN EVERY WAY WE WILL STRIVE TO PASS THE CITY ON TO OUR CHILDREN GREATER AND BETTER THAN IT WAS WHEN OUR PARENTS PASSED IT ON TO US.”

—This oath was taken by the young men of Athens upon reaching adulthood during the Golden Age (500-400 B.C.)

Figure 12: Sample Six Month Evaluation Form

Six-month Evaluation

Our Team's Process

_____ has served as our team leader for the past six months.

_____ has performed particularly well in the following areas:

_____ could help our team function more effectively by:

We agreed to a number of operating parameters (meeting schedule, facilitation, definition of consensus) when we began our project together.

_____ In general, we have followed those parameters and they are working well for us.

_____ We have not followed those parameters and/or they have proven to be ineffective for us. Here's what we need to do to readjust and improve our process:

Our team agreed to a number of other parameters for our work. An evaluation of those parameters includes:

We have/have not held ourselves accountable to each other and have/have not been responsive to every team member's needs. Here's how we can improve our accountability to each other:

We have/have not communicated openly about all aspects of the project. Here's how communication could be improved:

We have/have not worked collaboratively through this process. Here's what's getting in the way of our collaboration:

We have/have not successfully resolved our disputes. Here's what's getting in the way of solving our disputes:

over

We have/have not provided timely review of all work associated with the project. When there have been delays, we have/have not clearly articulated the reasons for those delays. Here's what we could do to improve in this area:

We have/have not documented all decisions milestones reached on the project. Here's what's getting in the way of that documentation:

Our Project

Our project is/is not moving down the right track toward successful completion. We are/are not meeting the multiple goals and objectives of all of the project's partners.

Here's what's getting in the way of meeting those objectives:

Here's how we could get our project back on the right track:

This project simply cannot meet the goals and objectives we identified in our team agreement. Here's what we need to do to adjust either the project or our expectations for it:

Figure 13: Sample End of Project Evaluation Form

End-of-Project Evaluation

Our Project

_____ Our project worked successfully. We achieved all of the goals and priorities of the project partners.

_____ Our project did not work successfully. We were not able to meet all of the goals and priorities of our project partners. Here are the reasons why we were unable to do so:

The lessons to be learned from this project include:

The Public

_____ We worked successfully with the public throughout this project. Here are the factors that contributed to our success:

_____ We were not able to work successfully with the public throughout this project. Here are the things that got in the way of our success:

Here are the lessons learned from this experience:

Our Team

Our team was able to work together effectively on this project. We followed our operating agreement and it served us well. We were a successful team.

Our team was not able to work together effectively on this project. We did not follow our operating agreement. Here's what got in the way:

Lessons learned for us, as a team, include:

over

Our Results

Our project is working as it should. We have:

- _____ Decreased congestion.
- _____ Created greater pedestrian access.
- _____ Increased mobility.
- _____ (or other items from our team's measures of success.)

Our Project is not working as it should. Problem areas include:

We intend to rectify these problems by: